Project Manager (PjM), Principal Investigator (PI), and Co-Investigator Roles/Responsibilities

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Introduction

The items below are offered as basic roles/responsibilities for a PI, Co-PI, and PjM. With this as a starting point, we can "fine-tune" this basic list so that responsibilities are fair and workable and reflect reality. As we gain more experience as an integrated team, the current list can be re-visited and updated. These roles/responsibilities were developed using the Tripler Army Medical Center's (TAMC) guidelines for developing research programs; Research and Development, Army Regulation 70-25; Office of the Surgeon General (OTSG) Regulation 15-2 and inputs from the Project Managers.

Definition of Project Manager (PjM): The individual responsible for "managing" the project; requires collaboration between and among DOD agencies and contractors to ensure cost, schedule and performance criteria are met. Provides access to daily clinical, technical, and acquisition support for the project.

Definition of Principal Investigator (PI): Develops research proposal/protocol and seeks to evaluate and document the clinical and economic value of telemedicine concepts and technologies and their impact on health care delivery in the Pacific**.**

Project Management Definition: the application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations for a project.

ROLE OF THE PROJECT MANAGER (PjM)

Getting Started – Integrated Process Teams (IPTs), Work Breakdown Structure (WBS).

1. PjM supports the project PI's in planning, facilitating, and documenting project events and meetings.

2. In preparation for a project kick-off, identify the Integrated Project Team (IPT) members and have the Government open the first meeting by reviewing roles and responsibilities of PI's and PjM's.

3. Maintain progress/milestone timeline in the official Microsoft Project format using the Work Breakdown Structure (WBS).

4. Review the WBS with the PI, Integrated Project Team (IPT) members, and management during scheduled Quarterly Program Review (QPR) meetings, project IPT meetings and as requested by Project Line Managers (PLMs).

5. Schedule regular IPT meetings with the PI, project team, and IPT representatives (Research Team, Clinical Team, Tech Team, etc.). Provide documentation of key meeting activities and action items. Provide copies to all members as soon as available for final comments and final print/record.

Budgeting

6. Provide orientation to PI and co-PI team concerning funding specifics, management, duties, responsibilities, etc.

7. Develop and maintain budget spreadsheets and interface with P-eIC Business Support Team for budget information and expenditures.

8. Based on PI's availability, review recommendations for budget expenditures with the PI before presenting to the government.

Bill if Material (BOM) and Statement of Work (SOW)

9. Ensure that equipment purchase and delivery occur and provide status to the PI on a regular basis.

10. Maintain appropriate office and department property books and records for equipment through the Operations NCO.

11. Keep a running file of all e-mails, meeting minutes, correspondence, current proposal, DCI/MRMC correspondence (copies from PI), white papers, QPR slides, budget material, presentations, BOM's, and SOW's.

12. Work with Technical Support Team on preparation and delivery of Bill of Materials.

13. Work with Business Support Team to develop descriptions of services necessary to support appropriate statement of work (SOW).

Processes

14. Interface with project team to gather, compile, and analyze data and based on these analyses, validate/update research plans, schedules and budgets.

15. Programmatic changes or potential delays (greater than 30 days) shall be submitted to the PLMs within one working day of discovery.

16. Interface with Research Team and PI for start letter concerns, updates and help identify problems and possible solutions.

17. Work with PI and IPT to prepare white papers/slides for Business and Science QPR and other events as required.

18. Use established procedures and formats for developing all Memorandum of Agreements (MOAs) and Memorandum of Understanding (MOUs).

19. Follow-up with Research Support Team to ensure coordination of research manuscripts for publication is coordinated through the Tripler approval process chain.

20. Bring project cost/schedule/performance concerns to appropriate PLMs and appropriate management/government (exercising the appropriate use of chain of command). Variances of +/- ten percent from the Government approved spend plan requires PjM to develop and present alternatives to mitigate the variance.

21. PjM identifies schedule risks and proactive alternatives for mitigating such risks to the Product Line Managers.

22. Work with the benefits assessment support office in evaluation of qualitative and quantitative benefits of the project.

23. Assist PI and/or give project presentations and assist in the development of manuscripts for publication.

24. Ensure any necessary changes in the project proposal methodology or personnel are identified and inform the Research Support Team to make sure required paperwork is sent to the Department of Clinical Investigations (DCI) for review and MRMC approval.

25. Ensure that all parties involved in the project stay informed of the project status. Keep the PI and PLM informed.

26. Work with PI and other Teams to ensure sustainment planning is accomplished.

27. Ensure PI develops and delivers a final report on the research outcomes.

28. Sample forms and procedures can be found by going to 1Neighbor, PeIC Library, folder called PM forms and tools.

Role of Principal Investigator

To Qualify

1. PI must be a military member or civil servant under the direct oversight of Tripler Army Medical Center (TAMC).

2. Develop pre-proposal with a cost estimate, once accepted submit a full proposal in accordance with published guidelines and in appropriate Institutional Review Board (IRB) standard format, (URL http://prpo.tamc.amedd.army.mil).

Available Time to do the Following

3. Embody the role of project champion (carry the torch for the project all the way through, including "command and organizational buy-in").

4. Be a spokesperson for clinical/functional requirement definition (if applicable) and be responsible for final resolution and content approval.

5. Provide general science/research direction to all members of project study personnel for execution of the project in accordance with the methodology set forth in the approved proposal.

6. Develop final report that states the outcome of the research.

7. Be the study team leader and chair all study team meetings and science sub-group meetings as necessary. Interface with the Project Manager on additional action items for meeting content development and attend IPT meetings as required.

8. Supervise data collection activities, patient encounter events, etc., adhering to approved proposal methodology.

9. Present status of project science at science QPR meetings and provide to project manager for management QPR.

10. Prepare and present results of project at major conferences as required and as opportunities arise (interfacing with Project Manager for TAMC approval process).

11. Be able to articulate the study hypothesis and the end state of the project, i.e., the outcome desired for sustainment.

Processes

12. Ensure the proper review committee(s) approve the research before starting, changing, or extending the study.

13. Make study results known to PjM and the Benefits Process Office for benefits analysis.

14. Report changes or unanticipated problems in the research activity to the PjM and DCI as appropriate.

15. Interface with the group statistician as needed, for statistical analysis and interpretation of the data. This must be done at the outset of the project to ensure that the questions asked are valid. This will improve on the quality of the study and the quality of the results.

16. Prepare project manuscripts for publication in major journals (interfacing with Project Manager for TAMC approval process).

17. Realize that Project Managers are responsible for more than one project and are the direct support for project execution (cost/schedule/performance) and not responsible for administrative details (e.g., travel itinerary, room reservations, etc.)

18. Work with Project Manager to bring specific concerns to appropriate managers (PLM) for resolutions before passing on to the government.

19. Work with Project Manager to adhere to timeline and for completion of milestones and alert the PjM to unforeseen events, realizing that some action items require PI response before any action can be taken.

20. Provide to the Project Manager all correspondence from DCI and MRMC as soon as possible and work with Project Manager and P-eIC Research Support Team to expedite required modifications, etc. to proposals as requested for start letter.

21. Work closely with the Project Manager to develop MOA/MOU and SOW content.

22. If Co-PI is not available to assume the project if the PI should leave, find a suitable and appropriate successor and ensure the new PI is trained and knowledgeable of the project. This succession process includes formal notification to and approval by DCI.

23. Realize that equipment resources can only be redistributed through coordination with the Project Manager.

24. Make recommendations to the PjM concerning project expenditures. Principal Investigators (PI's) are not authorized to make any expenditure.

25. Be responsible for coordinating with the department supporting the research for medical maintenance, work to develop clinic and Command buy-in.

26. Coordinate with stakeholders and PjM for assisting in the creation of sustainment documentation to ensure a smooth project transition. Plan for sustainment at the beginning.

27. Project Funding is typically one year. Multi-year projects will be reconsidered for additional funding annually. P-eIC executes DOD research acquisition initiatives, and these are not grants.

28. Ensure that all parties involved in the project are kept informed; keep the PjM in the loop on all actions.

Role of Co-Investigators

1. Co-Investigators may be located outside the TAMC but their interests and involvement must be on serving the research priorities of the Pacific AOR.

2. Take the Principal Investigator's place for presentations, meetings, reporting, etc., if PI is off site or unable to attend.

3. Assist PI in the preparation of manuscripts for publication.

4. Work with PI and Project manager to execute elements of the research project.

5. Provide necessary expertise and work in accordance with approved proposal methodology.

6. Attend and contribute to all project meetings.

7. Interface with group statistician as required.

8. Take over the PI position should the PI leave and if approved by DCI.

Attached, next page, is a flow chart depicting major taskings of the PI and PjM Process

PI   # PjM

Develops Research Proposal ◄─────┐

Coordinates Medical/Hospital ◄───┤   (Project
Approvals   Inception)

                                              ┌──► Defines need for Contract Support
                                              ├──► Advises Business Team of Contract
                                              │   Requirements
Briefs PjM on Project ◄──────   (Project ───┼──► Coordinates w/Business Team to
                                  Planning)   │   develop SOWs/BOMs
                                              ├──► Prepares/Maintains Project Schedule
                                              └──► Prepares/Maintains Project Budget

                                              ┌──► Manages contractor support
                                              │   •Reviews contractor proposals
                                              │   •Reviews deliverables
Manages and directs research activities ◄─ (Project ──┤   •Coordinates review by PI
                                  Execution) │   •Drafts input to correspondence
                                              │   on deliverables/ services
                                              │   •Reviews cost/expenditures
                                              ├──► Maintains project schedule to reflect
                                              │   ongoing status
                                              ├──► Maintains project budget to reflect
                                              │   actual expenditures and revised plans
                                              ├──► Serves as liaison to support teams
                                              │   and management
Documents research outcomes ◄──   (Project   └──► Coordinate and facilitate project
                                  Completion)   meetings - QPRs, IPRs, IPTs